

Organizational Culture and Leadership Style Among Local Government Unit of Davao del Norte, Philippines

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ABSTRACT. This study investigates the relationship between organizational culture and leadership styles among Local Government Unit (LGU) departments in Santo Tomas, Davao Del Norte. A descriptive correlational research design was employed, with data collected from 108 department head employees using a sample size calculator. The organizational culture questionnaire was adapted from Dawson et al. (2011), while the leadership style questionnaire was derived from Marx et al. (2015). Respondents completed the questionnaires personally distributed and collected by the researchers. The findings revealed a mean score of 4.45 (very high) for organizational culture and 4.51 (very high) for leadership style. A significant positive correlation was identified between organizational culture and leadership styles ($r = 0.573$, $p = 0.001$), indicating that higher levels of organizational culture are associated with enhanced leadership styles. These results highlight the crucial role of organizational culture in shaping leadership behaviors within LGU departments. The implications of these findings are discussed about organizational development and leadership practices in public administration.

Keywords: *Leadership styles, local government units, public administration, organizational culture*

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INTRODUCTION

The relationship between organizational culture and leadership style has garnered significant attention in academic research and practical management over the past few decades. Leadership shapes organizational performance, influencing employee behaviors and overall operational effectiveness. According to Viernes et al. (2018), the link between these two factors has evolved, highlighting how leadership impacts organizational culture and work behaviors within organizations. Leadership styles encompass various approaches that influence others through motivation, guidance, and even pressure, when necessary, to drive desired behaviors and performance (Thanh et al., 2020; Nguyen et al., 2019). In the dynamic environment of modern organizations, where competitiveness is increasingly tied to adaptive leadership, effective leadership is critical in guiding organizational success (Yukl, 2010).

Moreover, Stogdill (1974) notes that organizational culture establishes systems of authority and norms that shape employee behaviors. The alignment between leadership and organizational culture is particularly crucial in public administration settings, such as local government units (LGUs), where leaders must balance resource management, employee concerns, and community needs. Al-Sada et al. (2017) emphasize that leadership in contemporary, competitive environments poses unique challenges, demanding innovation and resilience from leaders to inspire others and

achieve collective goals. This study focuses on the municipality of Santo Tomas, Davao Del Norte, where local LGU leaders navigate complex workplace dynamics and seek to optimize leadership styles to foster a conducive organizational culture.

Despite the extensive literature on leadership and organizational culture, gaps still need to be found, particularly in understanding how these concepts interact within local government contexts. In the municipality of Santo Tomas, LGU leaders face challenges ranging from managing diverse work environments to addressing the needs of employees and the public. Existing research has established a broad understanding of leadership's role in organizational effectiveness (Mitchell & Scott, 1987). However, there is limited empirical evidence on how leadership style and organizational culture specifically correlate within LGU settings. This gap is significant because it limits the development of effective leadership strategies tailored to the unique demands of local government operations. Therefore, this study explores the relationship between organizational culture and leadership styles in the LGU of Santo Tomas, Davao Del Norte, addressing the need for evidence-based management approaches in public administration.

Research on leadership styles and organizational culture has demonstrated their significant impact on organizational performance. Thanh et al. (2020) and Nguyen et al. (2019) have shown that leadership is critical in driving organizational activities and influencing strategic direction and daily operations. Additionally, Stogdill (1974) and Yukl (2010) emphasize the role of leadership in aligning individual and collective efforts to achieve shared organizational goals. Within organizational culture, Aydin (2018) highlights that culture encompasses shared assumptions, values, and behaviors, all of which are shaped by leadership styles. However, existing studies, such as those by Ogbonna and Harris (2000), indicate that while there is a correlation between leadership style and organizational culture, the specific mechanisms and conditions under which this relationship thrives, particularly in LGU settings, still need to be explored. This study addresses this gap by examining the relationship between these variables in the public sector.

This research contributes to the existing body of knowledge by focusing on an understudied context: the local government units of Santo Tomas, Davao Del Norte. Unlike previous studies, which have primarily focused on private sector organizations or broader government settings, this study examines the correlation between leadership styles and organizational culture within LGUs, offering new insights into how leadership can be optimized to improve public administration practices. The novelty of this study lies in its localized approach, addressing the unique challenges and opportunities faced by LGU leaders in the Philippines, particularly in terms of leadership styles that align with organizational culture to enhance management effectiveness.

Understanding the relationship between organizational culture and leadership style in local government is crucial for developing effective management strategies. The findings from this study are expected to provide valuable insights for LGU leaders in Santo Tomas and other similar settings, helping them refine their leadership approaches to foster a positive organizational culture. This study also has broader implications for public administration, offering evidence-based recommendations for improving leadership effectiveness in managing public resources and addressing the needs of employees and community needs. The practical significance of this research lies in its potential to inform policy development and leadership training programs that target LGU departments. The primary objective of this study is to establish the relationship between organizational culture and leadership styles in LGU Santo Tomas, Davao Del Norte. Specifically, the study seeks to answer the following research questions: What is the level of organizational culture in terms of management principles, customer relationships, job variety, and job satisfaction? Furthermore, what is the level of leadership style in participatory, task-oriented, and employee-oriented leadership? Is there a significant correlation between organizational culture and leadership style in LGU Santo Tomas, Davao Del Norte?

METHOD

This study employed a descriptive-correlational research design to examine the relationship between organizational culture and leadership style among departments within the Local Government Unit (LGU) of Santo Tomas, Davao Del Norte. The research methodology included the research design, locale, subjects, instruments, data collection procedures, and the statistical techniques used for data analysis.

Research Design

A descriptive-correlational design was used to describe the respondents' perceptions of organizational culture, leadership styles, and their effects on overall performance. This approach allowed for investigating relationships between organizational culture and leadership styles, providing insights into how these factors influence performance (Bautista, 2023). The study relied on quantitative techniques, which involved collecting numerical data through surveys and questionnaires, followed by statistical analysis to interpret the findings. Quantitative research aims to generalize data across populations or explain specific phenomena using numerical and statistical methods (Babbie, 2018). The descriptive-correlational design was deemed suitable for this research as it facilitated an understanding of the levels of relationship between the variables while also revealing any differences or similarities in respondents' opinions.

Research Subjects

The study was conducted in the LGU municipality of Santo Tomas, specifically on Feeder Road 3, Santo Tomas, Davao Del Norte, Philippines. The respondents included head officers and leaders from various departments of the LGU. A total of approximately 100 respondents were selected through universal sampling. According to Richard and Margaret (1990), universal sampling is employed when the likelihood of each being chosen is not equal and the probability of selection is unknown. This sampling strategy ensured that the study captured sufficient data from upper management and branch divisions to test the research hypothesis effectively.

Table 1: Distribution of Respondents by LGU Offices/Departments

LGU offices/Department	Sample	Percentage
Department A	7	0.07%
Department B	10	0.10%
Department C	10	0.10%
Department D	7	0.07%
Department E	5	0.05%
Department F	10	0.10%
Department G	7	0.07%
Department H	9	0.09%
Department I	10	0.10%
Department J	5	0.05%
Department K	10	0.10%
Department L	5	0.05%
Department M	5	0.05%
Total	100	1.63%

Research Instruments

This study utilized two adapted research instruments, carefully selected and modified to align with the research objectives. The *first* instrument measured Organizational Culture (OC) and was adapted from Dawson et al.'s (2011). This instrument, used to assess the independent variable, consisted of 20 items categorized into four dimensions: management concepts (5 items), customer relationships (5 items), job diversity (5 items), and job satisfaction (5 items). Respondents rated their agreement with each item using a 5-point Likert scale, where five represented "strongly agree," 4

"agree," 3 "moderately agree," 2 "disagree," and 1 "strongly disagree." The second instrument measured Leadership Style (LS) and was adopted from Marx's (2015). This instrument, used to assess the dependent variable, comprised 15 items divided into three key dimensions: participatory (5 items), task-oriented (5 items), and employee-oriented (5 items). Respondents rated their agreement with each statement using a 5-point Likert scale, with response options ranging from 5 ("strongly agree") to 1 ("strongly disagree").

Statistical tools

The statistical methods employed in this study included the use of mean and Pearson correlation coefficient (r), both at a significance level of 0.05. The mean was utilized to evaluate the levels of organizational culture and leadership style among LGU departments in Santo Tomas, Davao del Norte, addressing the first two research questions. The Pearson r was applied to assess the strength and direction of the correlation between organizational culture and leadership style. As described by Turney (2022), the Pearson r ranges from -1 to 1, with values closer to 1 indicating a strong positive correlation and values closer to -1 signifying a strong negative correlation.

RESULT AND DISCUSSION

Result

Level of Organizational Culture in Terms of Management Principles

The results, as presented in Table 2, reveal the level of organizational culture concerning management principles. The highest-rated item, *"The organization's management supports, empowers, and rewards its employees,"* achieved an average score of 4.57, indicating a very high level of agreement among respondents. It was closely followed by the item *"Our organization has a focus on employee retention,"* with a mean score of 4.52, also rated very high. Despite being the lowest-rated item, *"Our management constantly reinforces the company's culture"* still received a mean score of 4.24, maintaining the descriptive equivalent of very high. These results suggest that the management principles within the organization are perceived positively across all indicators, emphasizing strong support for employee empowerment and retention. However, there is a slightly lower emphasis on consistently reinforcing company culture.

Table 2: Level of Organizational Culture in terms of Management Principles

	Items	SD	Mean	Descriptive Equivalent
1.	Our department/the organization is an employee-focused.	0.66	4.47	Very High
2.	The organization's management supports, empowers, and rewards its employees.	0.64	4.57	Very High
3.	Our management practices the motto: "Treat others as I wish to be treated".	0.66	4.44	Very High
4.	Our organization has a focus on employee retention.	0.67	4.52	Very High
5.	Our management constantly reinforces the company's culture.	0.73	4.24	Very High
	Category	0.67	4.45	Very High

The degree level in organizational culture regarding management principles has an average of 4.45 and a descriptive equivalent of very high. Moreover, it demonstrates that organizational culture in the context of management principles is always present. Furthermore, the standard deviation of 0.67 (SD) in the category mean demonstrates the stability of the response to the indicator. These findings underscore the organization's commitment to implementing effective management principles. The high level of consistency in responses indicates a widespread recognition and adherence to these principles across various departments and levels within the organization. However, it is essential to recognize that there may still be areas for improvement and refinement.

Level of Organizational Culture in terms of Customer Relationship

The assessment of organizational culture concerning customer relationships is presented in Table 3. The item with the highest mean score of 4.52, “*Empathy has a significant influence on customer relationship,*” indicates a very high perception among respondents regarding the importance of empathy in fostering customer relationships. Closely following this, the statement “*As an organization, we collaborate to influence customers that we adhere to different cultures*” received an average score of 4.51, reflecting a very high level of agreement. Conversely, “*Our department/organization line of business is rendering quality service to customers/clients*” recorded the lowest mean of 4.35, yet it still falls within the very high category. These results underscore the critical role of empathy and cultural collaboration in enhancing customer relationships within the organization.

Table 3: Level of Organizational Culture in terms of Customer Relationships

Items	SD	Mean	Descriptive Equivalent
1. Our department/organization line of business is rendering quality service to customers/clients.	0.73	4.35	Very High
2. We use feedback and report surveys to strengthen our team and improve services.	0.64	4.43	Very High
3. As an organization we collaborate to influence customers that we adhere to different cultures.	0.69	4.51	Very High
4. Empathy has a significant influence on customer relationships.	0.63	4.52	Very High
5. Our organizational and leadership strategy has influenced quick response to clients/customer needs.	0.61	4.49	Very High
Category	0.66	4.46	Very High

Regarding customer relationships, the level of organizational culture in the category mean is 4.46, with a descriptive equivalent of extremely high. It demonstrates that the company culture regarding customer connections is always present. Furthermore, the category mean has a standard deviation of 0.66 (SD), indicating that measurements of organizational culture diversity regarding customer relationships are close to the average. The findings reveal that it is always manifested that empathy has a significant influence on customer relationships. Furthermore, it always manifests that an organization collaborates to influence customers who adhere to different cultures. Moreover, it is also always manifested that the department/organization line of business renders quality service to customers/clients.

Level of Organizational Culture in terms of Job Variety

Table 4 shows the level of organizational culture in terms of job variety. The item “*Multiple Job/Task influences the culture and work environment for us employees.*” has the highest mean of 4.50. It is followed by the item “*Our organization ensures that having fair work to influence responsibility.*” Moreover, “*The use of strategy over experience develops us to support anyone,*” with a mean of 4.45. Moreover, both means have a descriptive equivalent of very high. On the other hand, the item “*Motivational leadership style promotes positivity in running multiple tasks.*” has the lowest mean of 4.36 but still has a descriptive equivalent of very high.

Table 4: Level of Organizational Culture in terms of Job Variety

Items	SD	Mean	Descriptive Equivalent
1. Having multiple tasks influences flexibility in terms of work environment aspects	0.70	4.39	Very High
2. Our organization ensures that having fair work to influence responsibility	0.66	4.45	Very High

3.	The use of strategy over experience develops us to support anyone within the organization.	0.64	4.45	Very High
4.	Multiple jobs/task influences the culture and work environment for us employees.	0.63	4.50	Very High
5.	Motivational leadership style promotes positivity in running multiple tasks.	0.61	4.36	Very High
Category		0.65	4.43	Very High

The degree of organizational culture regarding job variety has a mean of 4.43, with an equivalent description of very high. This shows that organizational culture regarding job diversity is always present. Furthermore, the category mean has a standard deviation of 0.65 (SD), indicating that measurements of organizational culture diversity regarding job variety are close to the average. It demonstrates that organizational culture produced uniformity in the target's responses in this indicator.

Level of Organizational Culture in terms of Job Satisfaction

Table 5 depicts the degree of organizational culture regarding job variety. The item “Bonuses and other honorariums influence work and satisfaction in our organization.” has the highest mean of 4.54. It is followed by the item “As leaders and with our organization, we ensure our health over work which influences satisfactory levels for the job.” with a mean of 4.51. Moreover, both have an equivalent description of very high. The item “Our organization provides many opportunities to ensure positive levels in terms of satisfaction.” has the lowest mean of 4.36 but still has an equivalent description of very high.

Table 5: Level of Organizational Culture in terms of Job Satisfaction

	Items	SD	Mean	Descriptive Equivalent
1.	As leaders and with our organization, we ensure our health over work which influences satisfactory levels for the job.	0.60	4.51	Very High
2.	Bonuses and other honorariums influence work and satisfaction in our organization.	0.63	4.54	Very High
3.	There is an entrepreneurial spirit among leaders to enhance the organization's contentment.	0.72	4.38	Very High
4.	Our organization provides many opportunities to ensure positive levels in terms of satisfaction	0.66	4.36	Very High
5.	Our organization treats mistakes as opportunities to learn and grow and influences satisfaction to passion in service.	0.67	4.44	Very High
Category		0.65	4.45	Very High

The mean degree of organizational culture regarding job satisfaction is 4.45, and the equivalent description is very high. It demonstrates that the company culture regarding work satisfaction is always present. Furthermore, the category mean has a standard deviation of 0.65 (SD), indicating that measurements of variability in organizational culture in terms of work satisfaction are close to the mean. It demonstrates that organizational culture resulted in the consistency of responses in this indicator.

Summary of Level of Organizational Culture

Table 6 depicts the level of organizational culture. The indicator “Customer Relationship” has the highest mean of 4.46, while “Job Variety” has the lowest mean of 4.43 both means have an equivalent description of very high. The summary levels of organizational culture and its indicators in the table show an overall category mean of 4.45 with a very high equivalent description, which interprets that organizational culture is always manifested. The indicated standard deviation of 0.66 (SD<1.00) indicates the similarities of response to the indicators. The results further imply that the indicators correlate with the variable on the variety of responses, and it is highly evident that organizational culture is a crucial part of the ideas of each person or employee within the

department. It is also evident that the management and the organization partake in it and see that everyone has strong connections with the employees and the work environment.

Table 6: Summary of Level of Organizational Culture

Indicators	SD	Mean	Descriptive Equivalent
1. <i>Management Principles</i>	0.67	4.45	Very High
2. <i>Customer Relationships</i>	0.66	4.46	Very High
3. <i>Job Variety</i>	0.65	4.43	Very High
4. <i>Job Satisfaction</i>	0.65	4.45	Very High
Category	0.66	4.45	Very High

The data above implies that it is always manifested that employees have a customer relationship. Further, the result also indicates that management principles are crucial to employees and the organizational culture. Additionally, it is always manifested that job variety can exist in the organization.

Level of Leadership Style in terms of Participatory

Table 7 depicts the degree of leadership style regarding participation. Items: “*I abide by formal decisions, so we follow proper procedures.*” Furthermore, “*I highly respect my subordinates therefore I am passionate and extra on my job so I may serve as an example.*” Both have the highest mean of 4.52, which is equivalent to the item “*consulting with subordinates when facing a problem is a must to get to know them better.*” with a mean of 4.38, has the lowest mean of 4.24 but still has an equivalent description of very high.

Table 7: Level of leadership style in terms of Participatory

Items	SD	Mean	Descriptive Equivalent
1. As a Leader, I invite the subordinates /organization employees to participate in decision-making to enhance the cooperativeness of every employee.	0.67	4.48	Very High
2. I encourage subordinates to make suggestions for improvement.	0.64	4.47	Very High
3. Consulting with subordinates when facing a problem is a must to get to know them better.	0.74	4.38	Very High
4. I abide by formal decisions, so we follow proper procedures.	0.66	4.52	Very High
5. I highly respect my subordinates, therefore, I am passionate and extra on my job so I may serve as an example.	0.63	4.52	Very High
Category	0.67	4.47	Very High

The category mean for participative leadership style is 4.47, with a descriptive equivalent of Very High. It displays a high degree of leadership style in terms of engagement. Furthermore, the category mean's standard deviation of 0.67 (SD) suggests a very high and consistent participative leadership style. This level implies that leadership participation within the organization or department has influential relations that connect to the variable and develop the organization through further cooperation and connections for the employees. However, despite the overall high level of participation, there are instances where some individuals may tend to work autonomously, leading to potential miscommunications. Nevertheless, the prevailing belief is that cooperation remains generally high, with leaders often accommodating those who may not fully engage. Organizations must address any instances of isolated work behavior and reinforce the importance of collaborative efforts to maximize the benefits of participatory leadership.

Level of Leadership Style in terms of Task-Oriented

Table 8 depicts the level of leadership style regarding task-oriented. The item *"I ensure to give the organization's employees detailed instructions for each task"* has the highest average of 4.57 followed by the item *"I develop strong strategies that influence the management style in dealing with certain tasks."* with an average value of 4.56. Both items have an equivalent description of being very high while the item *"I ensure to give the organization employees goals to accomplish."* That has the lowest mean of 4.38. Nevertheless, it still has an equivalent description of very high.

Table 8: Level of leadership style in terms of Task-oriented

Items	SD	Mean	Descriptive Equivalent
1. I ensure to give the organization's employees specific tasks to perform.	0.63	4.54	Very High
2. I ensure to give the organization employees goals to accomplish.	0.71	4.38	Very High
3. I ensure to give the organization's employees detailed instructions for each task	0.59	4.57	Very High
4. I develop strong strategies that influence the management style in dealing with certain task problems.	0.66	4.56	Very High
5. I set high standards to influence others in the organization to perform according to the task.	0.70	4.46	Very High
Category	0.66	4.50	Very High

The category mean for task-oriented leadership style is 4.50, with an equivalent description of Very High. It demonstrates the extent to which the leadership style is task-oriented. Moreover, the standard deviation of 0.66 (SD) in the category mean indicates that the measure of leadership style in task orientation is very high and always manifested. This level implies that task orientation by leaders within the organization or department has influential relations to develop the organization by further cooperation.

Level of Leadership Style in terms of Employee-Oriented

Table 9 depicts the degree of leadership style regarding employee orientation. The item *"I am good at adapting to different situations to influence and adapt culture to the work environment for the workers."* Have the highest mean of 4.64 followed by *"I ensure determination to push projects forward and get good results to open opportunities for the organization and employees."* with a mean average of 4.60. Both items have an equivalent description of very high. The item *"I show concern for our organizations and the people within them, ensuring the priorities in terms of work ethics for good management"* has the lowest mean of 4.38, but it still has a descriptive equivalent of very high.

Table 9: Level of leadership style in terms of Employee-oriented

Items	SD	Mean	Descriptive Equivalent
1. I get to know our subordinates and employees individually to view different Ideas to improve job performance.	0.56	4.54	Very High
2. I show concern for our organizations and the people within it ensuring the priorities in terms of work ethics for good management.	0.70	4.49	Very High
3. I encourage my followers to work together and promote a healthy work environment.	0.63	4.55	Very High
4. I am good at adapting to different situations to influence and adapt culture to the work environment for the workers.	0.58	4.64	Very High
5. I ensure determination to push projects forward and get good results to open opportunities for the organization and employees.	0.59	4.60	Very High
Category	0.61	4.56	Very High

The category mean for employee-oriented leadership style is 4.56, with a descriptive equivalent of Very High. It demonstrates the extent to which the leadership style is task-oriented.

Furthermore, the category mean has a standard deviation of 0.61 (SD), indicating that measurements of leadership style in terms of employee orientation are high and are constantly exhibited.

Summary of Level of Leadership Style

Table 10 shows the summary levels of leadership style and its indicators. The overall category mean is 4.51, with an equivalent description of very high, indicating that leadership style is always present. The standard deviation of 0.65 (SD<1.00) indicates the similarities of response to the indicators. The results further imply that the indicators correlate with the variable on the variety of responses, and it is highly evident that leadership style is these results imply a strong correlation between the indicators and the leadership style variable, with responses showing a variety of perspectives. Leadership Style is profoundly ingrained and influential within the organizational context.

Table 10: Summary of level of leadership style

Indicators	SD	Mean	Descriptive Equivalent
<i>Participatory</i>	0.67	4.47	Very high
<i>Task-oriented</i>	0.66	4.50	Very high
<i>Employee-oriented</i>	0.61	4.56	Very high
Category	0.65	4.51	Very high

Overall, the findings highlight the robustness and prevalence of leadership style within the organization, suggesting a solid foundation for leadership practices and its impact on organizational dynamics and outcomes. Further exploration into specific aspects of leadership style and its effects on employee engagement, performance, and organizational culture could provide valuable insights for enhancing leadership effectiveness and success.

Significance

Table 11 shows the relationship between organizational culture and leadership style among LGU Departments in the Municipality of Santo Tomas, Davao del Norte.

Table 11: Significance of the relationship between Organizational Culture and Leadership Style

Variables Correlated	r	p-value	Decision on Ho	Decision on Relationship
Organizational Culture and Leadership Style	0.573	.001	Reject	Significant

The correlation between organizational culture and leadership style among LGU Departments in the Municipality of Santo Tomas, Davao del Norte, showed that Organizational Culture has a significant relationship with Leadership style among LGU departments ($p < 0.05$) with an R-value of 0.573. Therefore, the null hypothesis is rejected. The correlation between the two variables is positive, and their p-values are less than the 0.05 significance level, suggesting that the variables are significant. These results underscore the importance of aligning leadership style with the existing organizational culture to foster synergy and maximize organizational effectiveness.

Discussion

The findings of this study align with the theoretical perspectives presented by Kurtessis et al. (2017), who emphasized that solid organizational support, such as higher compensation and bonuses, enhances employees' sense of responsibility towards the organization. When employees feel supported, they are more likely to invest in the company by acquiring new skills, taking initiative, and working proactively, all of which contribute to improved performance. It is further reinforced by Alshurideh et al. (2020), who highlighted the increasing recognition among managers

that employees are valuable assets whose contributions significantly influence a company's profitability. The importance of retaining existing employees is underscored by research from Alzoubi et al. (2020) and Alshurideh (2019), which showed that maintaining current staff not only aids in customer retention but also reduces operational costs. These findings demonstrate the pivotal role of effective management in fostering a supportive organizational culture, which leads to better employee performance and overall organizational success.

These findings are backed by Mayshak et al.'s (2017) hypothesis, which states that Employee empathy is related to the capacity to participate in positive customer actions, such as interpersonal care or mental transmission. In addition to studying Ilies, L. et al. (2017) stated that excellence means anything in almost all sectors: about various components of organizational culture, quality culture entails establishing or changing, influencing the views and values of the staff members of the company regarding the understanding that everything within the organization must be done correctly the first time, every time and that all activities within the organization must be continuously improved by involving every member of the organization in achieving and enhancing.

The results indicate that the interplay of multiple tasks significantly influences both the organizational culture and the work environment experienced by employees. This dynamic underscores the organization's commitment to fostering fairness in job responsibilities, cultivating a sense of accountability, and encouraging the strategic application of skills over mere experience. Moreover, a motivational leadership style has enhanced positivity in managing various tasks, creating an environment conducive to productivity and engagement. Satyvendra (2019) supports this notion, suggesting that employees assess their performance based on specific circumstances and events, allowing them to operate optimally. This emphasis on adaptability and situational awareness reinforces the importance of a supportive organizational culture that empowers employees to thrive amid diverse responsibilities.

The findings highlight the significant impact of bonuses and other forms of compensation on employee work satisfaction within the organization. This underscores leadership's commitment to prioritize employee well-being alongside work responsibilities, which in turn positively influences job satisfaction levels. Additionally, the organization consistently offers various opportunities that foster a supportive and motivating work environment. These results align with the two-factor theories of motivation and hygiene, suggesting that employee perks and favorable working conditions are critical to enhancing job satisfaction (Hermina, 2019). The findings indicate that employee benefits significantly influence motivation, subsequently affecting overall performance. A well-structured incentive package can enhance employees' commitment to their roles and reinforce their sense of value within the organization. Indarti et al. (2017) assert that the reward levels provided by an institution play a pivotal role in determining job satisfaction and employee performance. Moreover, employers' role in enhancing employee employability is crucial, especially for those with limited experience. Ojiaku et al. (2018) emphasize that employment can be a valuable opportunity for these individuals, as it allows them to acquire essential skills and knowledge through practical engagement. These insights suggest that a robust framework of rewards and support can significantly elevate employee satisfaction and performance, ultimately contributing to a positive organizational culture.

These findings are supported by the works of (Ridwan et al., 2021). Companies can develop long-term client connections by providing higher consumer value and satisfaction. Companies then seek to engage clients and maintain lucrative customer relationships. Organizations will only succeed if customers are engaged and successful connections are created and managed appropriately (Sarkum & Syamsuri, 2021). According to Davidescu et al. (2020), organizations must be proactive to affect organizational performance and promote employee well-being via work satisfaction and organizational commitment. Furthermore, Sylvester et al. (2018) demonstrated that perceived variety of tasks can influence independent motivation and behavior during exercise when

individuals experience low levels of need fulfillment in the exercise situation, emphasizing the predictive significance of perceived work variety.

The findings of this study are consistent with the perspectives outlined by Hayat Bhatti et al. (2019), who argue that participative decision-making cultivates an environment where employees are encouraged to express their ideas and suggestions openly. In this framework, the leader assumes the role of a coach, facilitating open communication that allows all employees to contribute valuable insights during decision-making. Participative leaders foster a sense of ownership and commitment among their teams by empowering employees and removing barriers to achieving desired outcomes. The impact of a participative leadership style extends beyond immediate decision-making; it offers employees the opportunity to engage actively in shaping their work environment. Leaders who promote autonomy in setting work schedules, support skill enhancement, and conduct fair performance evaluations significantly enhance employees' career advancement prospects (Yao et al., 2019). Moreover, Akpoviroro et al. (2018) highlight that implementing participative management styles can bolster employee morale. A conducive and harmonious industrial environment is nurtured in workplaces where employees are actively involved in decision-making processes that affect their work and performance.

The findings indicate that despite the organization's overall strong task orientation, some individuals may occasionally fail to comply with assigned tasks, potentially posing risks to service delivery. However, the prevailing culture of cooperation and respect for tasks remains high, with leaders often accommodating those less engaged. This situation highlights the need for organizations to proactively address such behavior and emphasize the importance of collaboration to leverage the benefits of task orientation fully. This perspective aligns with Grant's (2020) argument that performance goals, which focus on task execution, are often driven by a desire to excel, receive positive evaluations, or outperform peers in competitive settings. Motivation plays an even more significant role in influencing innovative work behavior as task complexity increases. Coelho et al. (2018) emphasize that employees often find complex tasks motivating, prompting them to acquire new knowledge, skills, and creative abilities. Therefore, organizations should reinforce collaborative efforts and motivate employees to embrace challenging tasks, fostering individual and organizational growth.

This level implies that employee orientation by leaders within the organization or department has influential relations to develop. However, the prevailing belief is that cooperation to maintain employee orientation or self-respect towards the jobs or tasks remains generally high. Employees tend to prefer personal space and often don't trust others easily, with leaders often accommodating those who may not fully engage. Organizations must address any instances of this work behavior and reinforce the management dealt with. These results are supported by Indahingwati et al. (2019), who stated that motivation plays a critical role in ensuring that employees perform the assigned tasks following the operational standards set by the company. It serves as the driving force that empowers individuals to act toward achieving specific goals. Motivated employees tend to exhibit a stronger preference for autonomy and freedom in work and are inherently more self-motivated than their less motivated counterparts. This inclination toward autonomy and self-motivation enables motivated employees to benefit more from development opportunities (Paais et al., 2020). Implementing work discipline for employees is intended to foster a culture where employees are motivated and inclined to adhere to various standards or rules established within the company.

These findings are supported by the ideas of Akpoviroro et al. (2018), who stated that Leadership plays a pivotal role in shaping subordinates' job performance by cultivating higher levels of trust in supervisors, particularly among employees in non-managerial roles. Participative leaders achieve this by offering opportunities and support for subordinates to assume responsibility and participate in decision-making processes. It develops efficient confidence among subordinates by creating a solid emotional bond between leaders and team members. It shows that followers with a coordinated orientation prefer to vocalize and resolve concerns to improve the managers' sense

of support, motivation, and efficacy in attaining goals. In contrast, Passive followers are seen by leaders as less motivational, encouraging, and helpful in achieving goals due to their increased propensity to delegate upward and less vocalization (Carsten et al., 2018).

In line with Hosseini et al. (2020) findings, a positive and substantial correlation was discovered between leadership style and organizational culture, indicating a direct and positive association between these two factors. It shows that changes in leadership style typically occur with similar changes in organizational culture, which move in the same direction. Furthermore, leadership is less responsive to subordinates' desires. Many early experts propose that leaders establish a corporate culture that encourages workers' creativity and innovation. A recent leadership study states that leaders are vital in developing an organization's creative culture. Consequently, organizations require compelling leadership to proficiently gather, integrate, acquire, and apply contemporary knowledge and creative ideas to foster employees' knowledge creation and utilization (Naqshbandi et al., 2019).

CONCLUSION

In conclusion, this study has demonstrated a significant and positive correlation between organizational culture and leadership style among LGU departments in Santo Tomas, Davao del Norte. Customer relationships emerged as the highest aspect of organizational culture, followed closely by management principles and job satisfaction, all rated highly. Similarly, the employee-oriented leadership style was the most prevalent, followed by task-oriented and participative styles. These findings suggest that a solid organizational culture significantly influences leadership styles within the local government, contributing valuable insights to educational management by highlighting the importance of cultivating a positive corporate culture to enhance leadership effectiveness.

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